

**FACTORS AFFECTING LEARNING TRANSFER  
OF STAFF IN SHORT-TERM TRAINING  
AT SIME DARBY GROUP EDUCATION DEPARTMENT:  
A CASE STUDY OF ESQ WAY 165**

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## **Abstract**

The transfer of training is a critical issue faced by all organizations. This issue is concerned with the impact of training on employees and the organization. Trainee's characteristics, training design, work environment and motivation to transfer are identified in many studies as the four major factors affecting the transfer of training. This study is aimed at investigating the transfer of training of the EQS Way 165 program organized by the Sime Darby Group Education Department. The objectives of the study were: (1) to determine the level of learning transfer occurred after the ESQ training; (2) to examine relationship between trainee characteristics, motivation to transfer, work environment, training design and acquisition of knowledge and skill, and learning transfer.

Forty-five staffs out of 65 participants who attended three separate training programs were interviewed. Data were gathered through personal interviews using questionnaires specifically designed for these studies.

Four relationships were tested by using ANOVA and Pearson Correlation Analysis. The findings from the study showed that the level of transfer of training among the participants was rather high. However, the study also found that only gender has a significant impact on transfer of training, while other variables such as age, tenure, work environment (supervisor, peer and organizational support), motivation to transfer and training design did not have a significant relationship with transfer of training.

## Abstrak

Pemindahan latihan ialah isu kritikal yang dihadapi oleh semua organisasi. Isu ini adalah berkaitan dengan kesan latihan ke atas pekerja dan organisasi tersebut. Ciri-ciri pelatih, reka bentuk latihan, persekitaran pekerjaan dan motivasi untuk berubah telah dikenalpasti dalam banyak kajian sebagai empat faktor utama yang mempengaruhi pemindahan latihan.

Kajian ini bertujuan untuk melihat pemindahan latihan dalam kalangan peserta-peserta yang menghadiri kursus-kursus ESQ Way 165 anjuran Jabatan Kumpulan Pendidikan Sime Darby. Objektif kajian ialah untuk: (1) mengenalpasti tahap yang mempengaruhi pemindahan latihan selepas kursus ESQ; (2) menentukan perkaitan di antara ciri-ciri pelatih, motivasi untuk berubah, persekitaran kerja, reka bentuk latihan, kebolehan pengetahuan dan skil dan pemindahan latihan di kalangan peserta

Empat puluh lima orang daripada enam puluh lima orang peserta yang menghadiri program latihan ESQ Way 165 yang berasingan telah ditemuduga. Data telah dikumpul melalui temutanya bersemuka menggunakan soal selidik yang direka khusus untuk kajian ini.

Empat ujian perkaitan telah dijalankan dengan menggunakan ANOVA dan *Pearson Correlation Analysis*. Hasil kajian tidak menunjukkan tahap pemindahan latihan adalah agak tinggi. Namun begitu, kajian juga mendapati hanya jantina menunjukkan kesan yang signifikan ke atas pemindahan latihan, manakala pemboleh ubah yang lain iaitu umur, tempoh bekerja di Sime Darby, persekitaran pekerjaan (sokongan penyelia, rakan dan organisasi), motivasi untuk memindahkan latihan dan rekabentuk latihan tidak menunjukkan hubungan yang signifikan dengan pemindahan latihan.

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# CHAPTER 1 INTRODUCTION

## 1.0 Introduction

Training has been regarded as an expensive investment. Especially when it is well known that only 10 percent of total training expenditures could lead to positive transfer of training in the USA (Georgenson, 1982), most organizations are concerned about how to ensure the transfer of learned skills to the work situation.

The transfer of training refers to the extent to which individuals are able to effectively use the knowledge, skills and attitudes on the job that were obtained in a training program (Newstorm, 1984; Wexly & Latham 1981). Several authors (Michalak, 1981; Georgenson, 1982; Goldston, 1986; Mosel, 1957; Wexley & Latham, 1981) have indicated problems in obtaining the transfer of training skills, knowledge and attitudes.

It is clear that practitioners usually adopt a trial and error approach to manage training transfer, which can be costly and time-consuming and cannot deliver a desirable result. They do not have a thorough understanding of the underlying principles, and so they are often puzzled by the training transfer outcomes. Therefore, they need to rely on good transfer theories since a good theory that withstands rigorous empirical testing could offer valuable advice.

Despite the ambiguities surrounding transfer of training of management, the field of training research has recently undergone a major paradigm shift with the development of several integrative models designed to explain the measuring factors affecting transfer of learning and training (Holton et al, 2000). In general terms, the transfer of training refers to the process of the implementation of knowledge, skills, attitudes and other qualities acquired during a training

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